

Role Profile Description

Date	January 2015
Purpose	To manage team(s) delivering Organisational Support services and providing service development and organisational change.

Your responsibilities:

Leadership (Self and Team)	
Accountable For	End Result
<ul style="list-style-type: none"> Organising, co-ordinating, monitoring and reviewing the work of groups of employees, including supervisors and junior managers. Implementing Human Resources procedures in the area, including recruitment, discipline, performance and attendance management and appraisal. Leading, motivating and developing team(s). Leading on specific projects/programmes. 	<ul style="list-style-type: none"> Work area is well organised. Service delivery is effective. Human Resources issues are dealt with effectively, or escalated. There is a positive motivational climate. Career development is enabled. HR policies are operated. Programmes/services are achieved.
<ul style="list-style-type: none"> Leading, as directed, on allocated tasks on behalf of the Service in liaison with other key stakeholders and agencies and disciplines, in order to reach decisions. Working pro-actively with high-level internal and external contacts, including directors, elected Members, and equivalent levels in external Bodies. 	<ul style="list-style-type: none"> The partnership team operates effectively.
Competency measurements	
Build effective relationships with people and promote the "one council" approach.	
Manage employees' performance.	
Integrate the skills and abilities of the team to create a successful team.	

Making things happen / Delivering results	
Accountable For	End Result
<ul style="list-style-type: none"> Contributing significantly to performance targets for the programme /business area using performance management and performance improvement processes. 	<ul style="list-style-type: none"> Programme objectives are achieved. Business processes are fit for purpose.
Contributing to the development of annual and	<ul style="list-style-type: none"> Service plans and budgets are agreed within the

<ul style="list-style-type: none"> longer-term business plans and budgets for business area, service developments or projects. Co-ordinating and contributing to the formulation of service, statutory or partnership plans. Contribute to decisions on strategic direction. 	<p>Services budget schedule.</p> <ul style="list-style-type: none"> Business objectives and plans are agreed. Longer-term issues are identified. Services are effectively delivered.
Providing project management to support the delivery of specific programmes.	<ul style="list-style-type: none"> Programme objectives are achieved within the specified time and budget.
Negotiating in a technical and political, or multi-agency, environment.	<ul style="list-style-type: none"> Effective service delivery.
<ul style="list-style-type: none"> Contributing significantly to the development of the service plan, including the performance of own team(s). 	<ul style="list-style-type: none"> Plans are developed and operated.
<ul style="list-style-type: none"> Ensuring compliance with Service policies across Directorates. Monitoring and reporting on policy implementation and activity within own function, to ensure compliance. 	<ul style="list-style-type: none"> Policy is applied consistently, accurately and appropriately. Potential problems are flagged up.
<ul style="list-style-type: none"> Providing specialist / expert advice, within the programme area with considerable discretion as to how programme /business area is delivered. Providing advice and guidance on sensitive and complex issues and enquiries, including the interpretation of legislation. Identifying and managing reputation and service risks. 	<ul style="list-style-type: none"> Programme is developed and delivered in accordance with current thinking and best practice.
<ul style="list-style-type: none"> Developing programme in accordance with operational demands. 	<ul style="list-style-type: none"> Operational requirements are met.
<ul style="list-style-type: none"> Providing reports for the Service and key external Bodies on the interpretation of issues impacting on the various services and the Council as a whole. 	<ul style="list-style-type: none"> Quality reports are provided on time. Key issues are identified. Recommendations are put forward.

Competency measurements

Make complex and tough decisions, develop and implement influencing approaches.

Service Improvement and innovation

Accountable For	End Result
<ul style="list-style-type: none"> Undertaking policy impact studies. Formulating proposals for debate and adoption by the Council. 	<ul style="list-style-type: none"> Policy options are considered. New policies are developed.
<ul style="list-style-type: none"> Providing a creative approach to problem solving with the programme/ business area. Contributing to the formulation of the plans and policies of the service, with an impact on the Council and in the wider environment. Monitoring service delivery and generating feedback for the development/improvement of services. 	<ul style="list-style-type: none"> Service standards are improved. Customer expectations are met or exceeded. Improvement plans are put forward for action.

Competency measurements

Identify opportunities for business success and focus on making a difference.

Managing resources

Accountable For	End Result
<ul style="list-style-type: none"> Controlling allocated resources to deliver agreed outcomes with responsibility for programme and associated budgets. 	<ul style="list-style-type: none"> Work is completed on time and to the required standards. Statutory obligations are fulfilled. Customer expectations are met.

<ul style="list-style-type: none"> • Contributing to the overall service delivery, including planning, expenditure and securing and controlling a high value budget. • Advising on resources to deliver agreed work programmes. • Reporting on effectiveness/efficiency. 	<ul style="list-style-type: none"> • Tasks are completed on time and to the required standards. • Performance is maintained or improved.
<ul style="list-style-type: none"> • Managing technical resources and processes within a cost centre, delivering efficiencies wherever possible. • Planning future resource requirements. 	<ul style="list-style-type: none"> • Resources are used effectively. • Tasks are achieved on time and to the required standards. • New projects are adequately resourced.
Competency measurements	
Anticipate and prepare for future needs using resources effectively and respond to demands of changing priorities and needs.	

Customer and Community focused	
Accountable For	End Result
<ul style="list-style-type: none"> • Working with a range of stakeholders, advising, influencing and supporting them, in consultation and negotiation, to design and deliver mutually-beneficial outcomes. 	<ul style="list-style-type: none"> • Stakeholders are kept informed and influenced. • Mutually-agreed plans are achieved.
<ul style="list-style-type: none"> • Representing the Council internally and externally. • Managing the Council's contribution, according to circumstances. • Liaising regularly with government departments and, under direction, with elected Members • Respecting other organisations' cultures and standards so the partnership is facilitated/ encouraged. • Ensuring the provision of professional advice and support to Council services and external parties. 	<ul style="list-style-type: none"> • The Council's reputation is maintained or enhanced. • Service objectives are achieved.
Competency measurements	
Initiate, build and maintain customer and stakeholder relationships to support delivery of effective service outcomes.	

Qualifications, knowledge, experience and expertise
<ul style="list-style-type: none"> • Professional and management qualifications or equivalent. • Management experience and associated skills. • Proven track record as a manager or expert in the relevant professional discipline. • Full understanding of the programme area and the business and the context within which it operates. • Knowledge Health and Safety and related procedures and policies and how they apply to the work area. • People management skills. • Organisational/planning skills. • Professional skills relevant to the programme area. • Politically astute in a rapidly-changing environment. • High level of influencing, negotiation and interpersonal skills. • ICT competent with skills relevant to the work area.